

Reflection on 35 years...

WSHPCO Fall Conference October 20, 2025 Presented by Greg Pang, MHA, Principal Gregpangconsulting.com

Slide Deck available after presentation







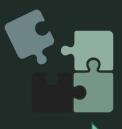
22-

24









1989-2000

2000-2005

2005-2022

24-now

Analyst/Project Mgr

CFO

President & CEO

Shmo Principal



MultiCare 👪
Good Samaritan Hospital







RESULTS ACTIONS OPPORTUNITIES PLANNING



RESULTS

ACTIONS

OPPORTUNITIES

PLANNING



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Good Samaritan
In-Home Services

Home Health · Hospice · HomeCare

A division of Good Samaritan Community Healthcare

Community Home Health & Hospice Care. Comfort. Love.



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22-24 24-now

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President & CEO

Shmo Principal

3rd Year Analyst





Greg's Evaluation: AVERAGE

- Analyses are generally accurate
- Doesn't see the "big picture". Sees the trees but not the forest.
- Does not make actionable recommendations.
- Not Assertive





Perception is Reality

- The "Bean Counter"
- What does "Bean Counter" mean?:
 - Describes data
 - Doesn't really impact or make important decisions
 - Forte; Budgets, Financials, Computers (Geek Squad)
- Accept the Truth
- Years to create = years to change

Moving on...

- No surprise performance evaluations.
- Looked for projects outside of my job description to learn everything I could.
- Asked for routine feedback from colleagues about my analyses, and conclusions that could be drawn.
- Absorbed the political and healthcare landscape.

RESULTS:

- My Work became highly valuable to the organization, invited to participate at high level decision making mtgs
- 3 promotions in the remaining 8 years
- Pushed out of the nest to become the CFO at Good Samaritan.
- Pushed out of the nest to become President & CEO of Community Home Health and Hospice...







Is it time to push someone out of the nest?

> Intentionally Thank Someone

RESULTS

Commit to No-Surprise Performance Evals

Accepting the Truth being Told

OPPORTUNITIES

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PLANNING

Telling an Employee the Truth





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22-24-now

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Perception is Reality

....And There Are Areas Of Development For Him.

"He is often seen as a micro manager."







Set Aside Your Need to be Right

> Show Some Vulnerability

RESULTS

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PLANNING

RELATIONSHIPS



Know Your Blind Spots; ask for Help

Stop Doing, Start Doing, Keep Doing

Reduce Fear, the #1 Barrier to Communication





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President & CFO



Shmo Principal

10th Year CEO





Disengagement is a Discipline



The Stick...

- Is Invisible, but it's there
- The higher up you go in an organization, the bigger the stick gets.
- The Stick WILL magnify YOUR behaviors to staff
 - Criticisms are magnified 10x
 - Compliments/Acknowledgments are magnified 10x
 - The example you set is magnified 10x
- YOU are on stage whether you like it or not.



Watch for Unintended Consequences

Open Door Policy

RESULTS

ACTIONS

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RELATIONSHIPS



Know the Stick exists

Know that You Are On Stage

Use the Stick with Intention





RESULTS

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Questions/ Comments?

THANK YOU SO MUCH!!









The Canvas

YOUR picture is unique to YOU.

Who has painted on YOUR canvas?

